



## DEPARTMENT OF THE NAVY

NAVAL FACILITIES ENGINEERING COMMAND  
WASHINGTON NAVY YARD  
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WASHINGTON DC 20374-5065

IN REPLY REFER TO

NAVFACINST 12412.4B  
FAC CPP  
6 February 2001

### NAVFAC INSTRUCTION 12412.4B

From: Commander, Naval Facilities Engineering Command

Subj: THE NAVAL FACILITIES ENGINEERING COMMAND LEADERSHIP  
DEVELOPMENT INITIATIVE

Ref: (a) SECNAVINST 5300.36

Encl: (1) Leadership Development Initiative Handbook

1. Purpose. To provide policy for the implementation and administration of subject initiative.

2. Cancellation. NAVFACINST 12412.4A is cancelled.

3. Background. With the changing nature and increasing complexity of major mission functions, the Naval Facilities Engineering Command (NAVFACENGCOM) will increase its attention on the critical need to maximize the development opportunities for its future civilian senior leaders.

4. Objectives. The objectives of the Leadership Development Initiative (LDI) are to identify and provide for the development of incumbent and prospective executives, managers, and supervisors, to maintain and enhance their effectiveness; to ensure the availability of competent and skilled candidates to meet future staffing requirements; and to foster technology transfer and shared learning throughout the command.

5. Coverage. The LDI is an initiative consisting of four (4) Tiers of development (I, II, III, and IV) in the areas of Acquisition/Contracts; Engineering, Scientific, and Planning; Financial Management; Housing; Information Technology; Management; Public Works Management/Support; and Real Estate.

- a. Tier I - GS-12 Managers and WS-12/16 Managers.
- b. Tier II - GS-13 Managers.
- c. Tier III - GS-14 Managers.
- d. Tier IV - GS-15 Executives.

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6. Policy. Command policy is to develop leadership competencies and skills of a competitively selected group of participants. LDI provides an opportunity for employees to develop their leadership competencies and skills based upon their selection for merit training opportunities. LDI is not a placement program and graduation from LDI should not be viewed as a guarantee of future career advancement. However, selection officials may give priority consideration to eligible graduates in filling vacancies, except when precluded by other requirements, such as those contained in reference (a). Eligible Navy personnel, regardless of duty station, may apply for Tier I, Tier II, and Tier III (Tier IV is for NAVFAC employees only) of the LDI and, if selected, their development will be supported and funded by their current activities.

7. Discussion. The Leadership Development Initiative Handbook, enclosure (1), provides the framework for implementing the initiative. The handbook includes chapters on: definitions, responsibilities, procedures, participant information, graduation, and placement.

8. EEO/Merit Principles. The selection and development of participants will be in accordance with all applicable merit promotion and equal employment opportunity principles and requirements. Participating activities shall ensure that the selection provisions of the initiative are incorporated into local merit promotion plans.

9. Action. Participating activities shall:

a. Provide top management support necessary to achieve initiative goals and continue to support and promote overall leadership development.

b. Assign staff to locally manage and administer the initiative.

c. Allocate sufficient funds annually to meet the expenses of full initiative participation and track and report all related initiative costs.

d. Ensure that mission-essential training is provided. All costs will be budgeted and supported by the Activity.

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e. Ensure compliance with the policies, requirements, and procedures set forth in this instruction and the Leadership Development Initiative Handbook.

f. Publicize the initiative aggressively so all eligible personnel are informed of leadership development opportunities.

g. Recommend to the Leadership Development Initiative Council only candidates with the highest potential to succeed in higher-level positions and encourage and support the competitive process for each new notice period.

h. Ensure that those selected for the initiative are provided with the realistic opportunity to complete their Individual Leadership Development Plans without unnecessary modification or interference.

i. Approve or disapprove each participant's graduation request in the best interest of both NAVFACENGCOM and the individual.

10. Privacy Act. The safeguard provisions of the Privacy Act of 1974 (P.L. 93-579) apply to the maintenance of the LDI records and all related correspondence.

11. Forms. Authorized LDI forms may be downloaded from web site <http://navfacilitator.navfac.navy.mil/ldp/>.

12. Stock. This instruction is maintained on the NAVFAC Intranet. Copies may be downloaded from web site <http://navfacilitator.navfac.navy.mil/instr/>.



M. K. LOOSE  
Vice Commander

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# **NAVAL FACILITIES ENGINEERING COMMAND**



## **LEADERSHIP DEVELOPMENT INITIATIVE (LDI) HANDBOOK FEBRUARY 2001**

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# **NAVAL FACILITIES ENGINEERING COMMAND LEADERSHIP DEVELOPMENT INITIATIVE**

## **INTRODUCTION**

Due to the increasing complexity of the Navy's world-wide responsibilities and the resulting need for competent and skilled personnel, the Office of Personnel Management (OPM) granted the Naval Facilities Engineering Command (NAVFACENGCOM) authority to institute the Leadership Development Initiative (LDI). Leadership Development provides for the competitive selection, development, and placement of qualified personnel into supervisory, management, and executive positions within: Engineering Field Divisions (EFDs); Engineering Field Activities (EFAs); Navy Public Works Centers (PWCs); Naval Facilities Engineering Service Center (NFESC); Naval Construction Battalion Centers (NCBC); Navy Crane Center (NCC); NAVFACENGCOM Headquarters; and activities with allied missions who choose to participate. This handbook is the operations manual for the NAVFACENGCOM Leadership Development Initiative.

1. **EQUAL EMPLOYMENT OPPORTUNITY/MERIT PRINCIPLES.** The Leadership Development Initiative is designed to provide a developmental opportunity for all fully-qualified, permanent career or career-conditional employees of the NAVFACENGCOM claimancy and designated participating activities. The selection and development of participants will be in accordance with merit promotion and equal employment opportunity principles and requirements. An employee who believes they have been discriminated against because of their race, sex, age (over 40), national origin, color, sexual orientation, handicapping condition, or in reprisal for prior Equal Employment Opportunity (EEO) activity may contact their servicing EEO Office to initiate a discrimination complaint. When complaint activity arises, servicing EEO officials should contact NAVFACENGCOM Command Deputy EEO Officer at the following address: Naval Facilities Engineering Command, ATTN: Command Deputy EEO Officer, 1322 Patterson Avenue, S. E., Suite 1000, Washington Navy Yard, D. C. 20374-5065 {Email: [cabreramd@navfac.navy.mil](mailto:cabreramd@navfac.navy.mil) (Acting)}

2. **GRIEVANCE PROCEDURES.** Individual field activities' administrative/negotiated grievance procedures should be followed. An employee who is dissatisfied with their rating or other activity action pertaining to competition under LDI may file a grievance. The activity Commander/Commanding Officer is designated as the deciding official on behalf of NAVFACENGCOM corporate management for any grievance filed in conjunction with all LDI processes. Each activity will assist employees with grievance procedures if the employee files, in writing, within 15 days of either the occurrence that occasioned the grievance or his/her awareness of the occurrence.

3. **PRIVACY ACT.** The provisions of the Privacy Act of 1974 (Public Law 93-579) must be followed throughout the administration of LDI processes. The maintenance of a record system for Navy Employee Training and Development, which includes LDI, is authorized by Title 5 USC 4103, 4115, and 4118.

## **DEFINITIONS**

1. AREA OF CONSIDERATION AND ELIGIBILITY. Any employee within the NAVFACENGCOM claimancy or designated participating activities who is fully-qualified, permanent career, or career-conditional may apply for LDI opportunities when announced. Additionally, an overseas employee with return rights to any of the above activities may also apply.
2. COVERAGE OF FUNCTIONAL AREAS. LDI covers supervisory, management and executive positions within the NAVFACENGCOM claimancy and designated participating activities in the following functional areas: Acquisition/Contracts; Engineering, Scientific, and Planning; Financial Management; Housing; Information Technology; Management; Public Works Management/Support; and Real Estate.
3. COVERAGE INCLUDES. All GS/WS-12 and above supervisory, managerial and executive positions in the NAVFACENGCOM claimancy and such positions as participating activities agree to designate.
4. GRADUATES AVAILABLE FILE (GAF). Register of graduates for a functional area.
5. TIERS (target levels):
  - a. Tier I - GS-12 and WS-12/13/14/15/16.
  - b. Tier II - GS-13.
  - c. Tier III – GS-14.
  - d. Tier IV - GS-15.
6. FUNCTIONAL AREAS. Functional areas are the basis for applying for LDI competition. These are groups of positions within the same major functional/organizational component; are classified in the same or in closely-related job series (e.g. 1601 or 8XX); have the same Qualification Standards for General Schedule/Wage Grade/Supervisory positions; and have the same basic grade levels (e.g., GS-14, GS-13, GS-12, or WS equivalent).
7. DESIGNATED PARTICIPATING ACTIVITIES. Activities outside of the NAVFACENGCOM claimancy desiring to participate in the NAVFACENGCOM LDI process should contact NAVFACENGCOM Code CPP. Activity heads must agree to:
  - a. Use the procedures in this handbook as they affect implementation of LDI.
  - b. Provide support for their activity participants with sufficient funds and time allowed away from assigned duties to complete their training and development.
  - c. Fill their covered positions using the procedures outlined in this handbook.

## RESPONSIBILITIES

### 1. NAVFACENGCOM HEADQUARTERS

a. Commander: The Commander, NAVFACENGCOM has primary responsibility for the policy and direction of Leadership Development Initiative (LDI). The Commander has designated management of LDI to the Leadership Development Council (LDC). The Commander reserves signature authority for acceptance letters and certificates for graduating participants.

b. Vice Commander: The Vice Commander, NAVFACENGCOM is the designated selecting official for LDI. He makes the final selections for LDI, signs the letters notifying candidates of their selection. All field communications will be sent via the field activity Commander/Commanding Officer and communications on Headquarters participants will be sent via the appropriate Deputy/Assistant Commander level.

c. Executive Steering Group: The NAVFACENGCOM Executive Steering Group (ESG) provides direction for executive and management development.

d. Director Civilian Personnel Programs (DCPP): The Director Civilian Personnel Programs provides for the implementation and administration of LDI efforts and serves as a member of the LDC.

### 2. LEADERSHIP DEVELOPMENT COUNCIL

a. The LDC has been established to oversee the command-wide LDI effort.

b. The LDC will:

- (1) Provide policy and guidance;
- (2) Submit recommendations of nominees for selection to the Vice Commander;
- (3) Send notifications of those not selected; and
- (4) Provide periodic status briefings to the Commander, Vice Commander, and the ESG as required.
- (5) Recommend policy/initiative changes to the Commander/Vice Commander via the ESG.

c. LDC membership is comprised of the following personnel:

- (1) Headquarters Co-Chairpersons (Two SES members)
- (2) One each Atlantic and Pacific Area EFD representative
- (3) One each Atlantic and Pacific Area PWC representative
- (4) One NCBC and/or NFESC representative
- (5) Director, Civilian Personnel Programs
- (6) Headquarters DAWIA representative.

### 3. FIELD ACTIVITY

- a. Commander/Commanding Officer of the field activity will:
  - (1) Select an activity coordinator to serve as focal point for all LDI implementation and administration issues.
  - (2) Select and convene an Activity Nomination Panel (ANP) to review, rate, interview, and recommend activity nominees.
  - (3) Be the selecting official for the activity's nominees for the LDI competition.
  - (4) Approve any additional graduation criteria that may be established at the local level.
  - (5) Provide Headquarters a listing of the local "technical" positions excluded from identification with the LDI process.
- b. The Activity Coordinator will be the activity's LDI program manager and administrator. As the activity's focal point for all matters relating to LDI administration, the coordinator will:
  - (1) Serve as the LDI point of contact for the local activity and coordinate with Commander, NAVFACENGCOM, Code CPP, 1322 Patterson Avenue, SE, Suite 1000, Washington Navy Yard, DC 20374-5065.
  - (2) Market the LDI locally.
    - (a) Provide guidance and assistance.
    - (b) Conduct periodic briefings.
    - (c) Network with other activity coordinators as appropriate.
  - (3) Fully publicize and distribute the LDO general announcement and notices.
    - (a) Oversee receipt and processing of candidate applications.
    - (b) Review the self-nominations forms received from eligible candidates to ensure applications are complete and in compliance with the LDO notice.
    - (c) Work with the HRO/HRSC to ensure completion of the Verification of Eligibility Form (Appendix C2).
    - (d) Provide NAVFACENGCOM Code CPP with minority group designator (Appendix C3) on all applicants, and other EEO statistics about the applicant pool as requested.
    - (e) Forward the activity's recommendations for selection, together with the command endorsement and certification of proper panel composition for action by the LDC to: Commander, NAVFACENGCOM, Code CPP, 1322 Patterson Avenue, SE, Suite 1000, Washington Navy Yard, DC 20374-5065;
    - (f) Forward the approved graduation request for the graduate's name to be placed on the Graduates' Available File to: Commander, NAVFACENGCOM, Code CPP, 1322 Patterson Avenue, SE, Suite 1000, Washington Navy Yard, DC 20374-5065.

- (4) Review and approve each Individual Leadership Development Plan.
- (5) Ensure that a formal mentoring program is in place and provide any needed mentoring training.
- (6) Oversee the developmental process by periodic reviews of the activity's participants' progress.
- (7) Ensure there is a process in place to verify completion of program requirements and any local criteria.
- (8) Ensure that a mentor is provided for each of their respective participants.

c. Activity Nomination Panel (ANP):

- (1) Rates applicants' self-nomination packages {using the approved crediting plan (separate cover) appendix D}, conducts candidate interviews, and makes recommendations on activity nominations of high potential future leaders to the activity Commander/Commanding Officer.
- (2) The ANP must be configured in accordance with accepted merit promotion principles. Panel members should be at an appropriate grade level and representative of the various functional areas, minority groups and genders covered under the LDI. One member of the ANP will be designated as the Equal Employment Opportunity (EEO) representative. A personnel specialist will provide technical guidance and support.
- (3) Notify and counsel the applicants whose names were not forwarded to the Leadership Development Council.

d. The Mentor:

- (1) Mentors will provide the individual counseling and developmental guidance and advice required of their respective LDI participant.
- (2) In particular, mentors will:
  - (a) Prepare to be a catalyst in the participant's development by gathering the information needed about the participant and his/her developmental needs. In gathering and using the information, mentors should make use of the tools available, (interviews, observations, and surveys). A specific survey tool available to the mentor is the DON 360 degree assessment.
  - (b) Assist the participant in his/her developmental planning and the design of his/her Individual Leadership Development Plan (ILDP).
  - (c) Partner with the participant's supervisor and other management officials as required in the execution of the participant's ILDP.
  - (d) Constructively evaluate developmental progress toward increased skill in leadership competencies and partner with participant's supervisor to identify additional developmental opportunities when needed.
  - (e) Communicate areas of needed improvement with suggestions of means to acquire them.
  - (f) Assess ILDP completion and make a recommendation for graduation.

- (3) A mentor is someone outside of the direct chain of command and preferably outside the participant's functional area. Use of a supervisor as a mentor is discouraged but not prohibited.

**NOTE:** The mentor must be careful to respect the employee/supervisor relationship throughout the participant's developmental period. The mentor will work with the participant to ensure that the immediate supervisor is fully aware of the participant's developmental needs, plans and progress.

e. The Supervisor will:

- (1) Partner with the participant's mentor and other management officials as required in the execution of the participant's ILDP.
- (2) Actively work with the participant to ensure that assigned work responsibilities support and do not hinder ILDP completion.
- (3) Provide support for the participant with sufficient funds and time away from assigned duties to complete their training and development.
- (4) Provide honest and frequent feedback on the success of the participant to demonstrate acquisition/mastery of developmental competencies identified in the ILDP and partner with the mentor to create additional developmental opportunities when needed.

## **PROCEDURES**

### **1. GENERAL ANNOUNCEMENT**

As a first step in the application process, a GENERAL ANNOUNCEMENT outlining the basic aspects of the Leadership Development Initiative (LDI) is published. This general announcement (Appendix A) provides explanatory information about this initiative and is issued only once if there are no changes.

### **2. LEADERSHIP DEVELOPMENT OPPORTUNITIES (LDO) NOTICE**

a. The Leadership Development Opportunities (LDO) Notice activates the General Announcement and serves as the specific recruiting bulletin by which candidates are alerted to an open period to apply for specific functional areas. LDI functional areas are available in Acquisition/Contracts; Engineering, Scientific, and Planning; Financial Management; Housing; Information Technology; Management; Public Works Management/Support; and Real Estate. Candidates should review the functional areas listed in the GENERAL ANNOUNCEMENT.

b. Candidates apply for the LDI competition by responding to a specific, **OPEN** Leadership Development Opportunities (LDO) Notice (Appendix B) and by applying for one of the functional areas listed on the open LDO Notice. Candidates must specify the functional area for which they are applying. **NO GEOGRAPHIC DESIGNATION IS REQUIRED.** Candidates will receive consideration throughout the NAVFACENGCOM claimancy and designated participating activities for positions covered by the selected functional area(s) for which they are qualified.

### **3. APPLICATION**

a. Any employee within the NAVFACENGCOM claimancy or designated participating activity who is fully-qualified, permanent career, or career-conditional may apply. Additionally, an overseas employee with return rights to any of the above activities may apply. An applicant must meet both the Qualification Standards for General Schedule/Wage Grade/Supervisory positions and the specific qualification requirements for the functional area preferred. Acquisition/Contract and Engineering applicants must also meet the DAWIA requirements for their current certification level.

b. Applications for the LDI will be accepted during the open notice period. Interested candidates **MUST** submit a complete package consisting of the following:

#### **TOTAL PACKAGE WILL NOT EXCEED 15 SINGLE-SIDED PAGES**

- (1) Self-nomination Form (Appendix C1).
- (2) Resume.
- (3) Verification of Eligibility (Appendix C2).

(4) Supplemental information of no more than two single-sided typed pages consisting of a brief description of the most significant contributions the applicant has made to employer(s) within the past three years, and a summary of the applicant's managerial experience which prepares him/her for higher-level managerial responsibilities.

(5) If applying for Contracts/Acquisition positions a signed Acquisition Professional Community (APC) Form (for GS-14s and above) and signed DAWIA Certification Level are required.

(6) A copy of the most recent SF-50 showing promotion or within-grade increase to determine time-in-grade (Notification of Personnel Action).

**NOTE: Applicants should present their qualifications concisely. Position descriptions, letters of appreciation, certificates of training, and prepared reports SHOULD NOT be included. LATE, INCOMPLETE, OR OVERSIZED PACKAGES PAGES WILL NOT BE CONSIDERED.**

c. Interested candidates should submit a COMPLETED APPLICATION PACKAGE as follows:

(1) An EFD, EFA, PWC, NCBC, NCC, or NFESC employee should contact their HRO/HRSC or activity coordinator for local application procedures.

(2) Candidates of a designated participating activity should obtain local endorsement of their nomination and forward the application to their claimancy via their Public Works Officer.

(3) An employee of NAVFACENGCOM Headquarters or any previous employee with return rights to activities defined under paragraph 3.a. should send the endorsed application directly to Commander, NAVFACENGCOM, Code CPP, 1322 Patterson Avenue, SE, Suite 1000, Washington Navy Yard, DC 20374-5065.

#### 4. REVIEW OF NOMINATIONS

As defined under RESPONSIBILITIES, the ANP will make nominee recommendations to the Commander/Commanding Officer who will select activity nominees to be forwarded, together with certification of proper panel composition, to Commander, NAVFACENGCOM Headquarters, Code CPP for action by the LDC.

#### 5. SELECTION OF LDI PARTICIPANTS

a. The LDC will review activity-submitted nominations and recommend nominees to the Vice Commander for selection.

b. The Vice Commander will make the final selections and notify selectees via the activity Commander/Commanding Officer.

## PARTICIPANT INFORMATION

### 1. INDIVIDUAL DEVELOPMENT

a. A planned and competency-based developmental effort for each participant is critical to the successful development of the organization's future leaders. Developmental activities are planned to maintain and enhance a high level of performance within a dynamic social, economic, and political environment.

b. Each participant, in partnership with the mentor, will complete an intensive competency-based development effort that will include a mix of developmental assignments. Assignments shall include formal classroom and on-the-job training, special assignments and tasks, rotational assignments, job swaps, specific-developmental projects, and may include relevant off-duty activities. Appendix E1 provides a listing of competencies and definitions.

c. Each participant, in partnership with the mentor and supervisor, will develop an Individual Leadership Development Plan (ILDLP), the basic building block used to plan and organize the individual participant's development efforts (Appendix E2). Due date for the ILDP is no later than three (3) months after the start date.

(1) In developing the ILDP, the DON 360 degree assessment tool is one means to be used to evaluate specific leadership competency needs. As they design the ILDP, participants should consult with their mentor, supervisor, activity coordinator, and HRO/HRSC employee development specialist/personnel advisor to determine developmental needs.

(2) All competency-based development outlined in the ILDP must be completed. The minimum time period for completion is one year, and the maximum time period cannot exceed three years.

(3) The following provides minimum requirements as well as desirable elements:

#### MINIMUM REQUIREMENTS

Rotational assignments: Six weeks total.  
A six weeks continuous rotation is preferred.  
May do 2 three-week assignments or a minimum of 3 two-week rotations **outside** of functional area or **outside** of parent activity.  
(NO PRIOR CREDIT)

Specific-Development Project as defined with mentor and described in a written report defining benefits gained by participant and attributable to command.

(Activity coordinators should actively use their network to identify larger issues and link projects.)

#### DESIRABLE

(a) A 90-day exchange with another participant at another activity type.  
(b) An additional two-week rotation.

A Strategic Plan-related project either headquarters or locally-oriented.

## MINIMUM REQUIREMENTS

Brief ANP/ESG as appropriate.  
(NO PRIOR CREDIT)

NAVFAC Executive Institute (NEI) or equivalents  
(a) NEI I-III for all Tiers  
(b) Capitol Hill Workshop (CHW) for Tier II, III & IV  
(CREDIT GIVEN FOR EARLIER COMPLETION)  
NEI schedule may be found on the NAVFAC Intranet.

Corporate Perspective (NO PRIOR CREDIT)  
Read and apply the local and Corporate Strategic  
Plan/Improvement Plan. Attend several local ESG  
meetings. Also have a member of HQ ESG brief  
and answer questions as part of other travel.

Formal training/professional development  
through participation in professional organizations  
emphasizing low-cost activities. Membership alone  
is not sufficient to meet this element. List the course,  
duration, cost, and objective related to a needed  
competency.

Any mandatory supervisory training not previously  
completed.

Appropriate DAWIA, warranting courses.

## DESIRABLE

College-level courses in NEI  
subject matter.

80 hours of classroom  
training per year.

For Tier IV only: Formal  
executive development  
offered through  
private/public universities.

Professional registration.

## 2. ASSESSMENT/EVALUATION

a. The participant, working with the mentor, is required to document progress on the participant's ILDP.

b. Throughout the developmental period, the participant, together with the mentor, should provide periodic assessments/evaluations to their immediate supervisor and the activity coordinator.

c. During the developmental period, the participant will prepare and provide the mentor with written summaries of training and developmental experiences and periodic self appraisals. Failure to provide required documentation might result in removal.

d. These summaries and self-appraisals, plus all supervisory, mentor, and participant evaluations of individual assignments (Appendix E3) will be included in the participant's ILDP file. Additionally, mentors should include in the file any recorded interviews and/or observations, and surveys.

### 3. WITHDRAWAL/DISMISSAL

a. Participants may voluntarily withdraw from the Leadership Development Initiative for personal or work-related reasons. Reentry into this formal effort is by re-competition during an open notice period, and selection is not guaranteed.

b. Participants may be dismissed from this effort if they are not progressing in their development or are determined to be unlikely or unable to complete the ILDP within the three (3) years. Each activity will establish a local procedure for terminating LDI participants consistent with other employee relations policies.

### 4. LEAVING THE COMMAND

a. Participants leaving the command to accept positions at other DON activities may request to remain in the formal NAVFAC LDI process if the following conditions are met:

(1) The new position is closely allied with the NAVFACENGCOM mission.

(2) The Commander/Commanding Officer of the gaining activity agrees **in writing** to support completion of the individual's leadership development plan with funding and time away from normally assigned duties.

(3) The information required by paragraphs (1) and (2) above are forwarded (within 90 days after the start date of the new job) to NAVFACENGCOM Code CPP.

b. If a gaining Command chooses not to support the participant, he/she may not continue to participate in the NAVFAC Leadership Development Initiative. If the participant returns to a Navy activity with LDI positions, the criteria of paragraph 3.a. for reentry will apply.

## GRADUATION

### 1. REQUEST FOR GRADUATION

a. Upon completion of all the elements of the ILDP, the participant will initiate a "Request for Graduation" form (Appendix F). The form is to be completed and submitted to the local activity coordinator using the local criteria and graduation policy as part of the submittal package.

b. Local activities, using their respective graduate approval process, will determine when participants have completed the ILDP and demonstrated acquisition/mastery of all developmental competencies.

c. The submittal package will include as a minimum, but not restricted to:

- (1) Request for Graduation form
- (2) Completed and signed ILDP
- (3) Resume AND completion of the LDI Resume Online.

d. Once graduated, local activity coordinators will submit the completed graduation package to Commander, NAVFACENGCOM, Code CPP, 1322 Patterson Avenue, SE, Suite 1000, Washington Navy Yard, DC 20374-5065.

### 2. GRADUATION

a. Graduates will receive a Graduation Certificate from Commander, NAVFACENGCOM via their local Commander/Commanding Officer.

b. Upon graduation, participants will be placed on the GAF by NAVFACENGCOM Code CPP.

### 3. GRADUATES AVAILABLE FILE (GAF)

a. The GAF is a REGISTER OF GRADUATES. From the GAF register of eligibles, specific CERTIFICATES will be established and will be used by local activities as a source for candidates when filling covered positions. For DAWIA covered positions at the GS-14/15 grade level, follow the procedures contained in reference (a) of the basic instruction. *Provisions of the DoD Priority Placement Program apply. Vacancies must be referred for matches with displaced employees.*

b. Graduates will be referred for the positions covered by their respective Tier. Graduates will be referred for the functional area for which they are qualified and competed for when responding to the Leadership Development Opportunities Notice.

c. WS graduates will have their names placed on the GAF for consideration in appropriate WS and GS covered positions.

d. For a period of up to five (5) years, graduates may be provided consideration for all covered position vacancies. Graduates whose five-year time limit on the GAF expires must reapply/re-compete to be eligible for consideration. Graduates should periodically review their expiration date and, when appropriate, reapply under the next open Leadership Development Opportunities Notice.

e. Graduates have the option of declining *actual job offers* but may decline no more than twice before being dropped from the GAF. MOBILITY IS HIGHLY DESIRABLE.

f. NAVFACENGCOM Code CPP will provide the GAF to the local activity representative on an as-needed basis. Local activity representatives must work closely with the servicing HRO/HRSC and LDI activity coordinator to ensure compliance with applicable personnel policies and procedures.

g. Selecting Officials may request the register of eligibles from NAVFACENGCOM Code CPP.

h. Graduates are charged with the responsibility for maintaining the currency of their own records. By 1 October of each year, graduates are required to submit an updated resume and the LDI Resume Online.

## **PROCEDURES TO FILL POSITIONS**

### **1. SELECTIONS**

a. When filling DAWIA covered positions, the provisions in reference (a) of the basic instruction must be followed and take precedence over this handbook. For instance, reference (a) requires that when GS-14/15 DAWIA covered positions are competitively filled, they must be advertised Department of the Navy wide.

b. For non-DAWIA covered positions, and DAWIA covered positions below the GS-14 level, a selection to fill from the GAF may be accomplished without further competition, provided DAWIA requirements are met for applicable career fields (i.e., contracting).

c. For positions which can be filled from the GAF, the GAF candidates may receive priority consideration. However, selecting officials may subsequently decide to advertise the vacancy to optimize the potential for receiving highly qualified candidates.

d. In addition to the above, the selecting official may consider noncompetitive (reassignment/re-promotion) eligibles. The selecting official may request that HRO/HRSC provide a list of noncompetitive eligibles.

e. All participants and selecting officials should recognize that MOBILITY IS HIGHLY DESIRED, STRONGLY ENCOURAGED, AND WILL IMPROVE CAREER PROGRESSION OPPORTUNITIES. The intent is for Headquarters to centrally fund permanent change of station (PCS) moves, when required, if the selection is made from the GAF.

2. NOTIFICATION. Activities filling positions, where GAF referrals were considered, will advise NAVFACENGCOM Code CPP when a selection is made, regardless of whether the selection was from the GAF or other source. This information will be used as a LDI assessment tool to assist in the continual refinement of program operations and requirements. Notification may be by telephone or e-mail.

3. GRADUATES WHO LEAVE THE COMMAND. Graduates who accept another position in the competitive service may remain on the GAF for the balance of their five-year eligibility period providing a request is forwarded to NAVFACENGCOM Code CPP within 90 days of accepting the new position.

# **NAVAL FACILITIES ENGINEERING COMMAND LEADERSHIP DEVELOPMENT INITIATIVE**

## **GENERAL ANNOUNCEMENT**

**AUTHORITY:** Due to the increasing complexity of Navy activities and the resulting need for highly qualified and trained personnel, the Office of Personnel Management (OPM) granted the Naval Facilities Engineering Command (NAVFACENGCOM) authority to institute the Leadership Development Initiative (LDI). This authority includes establishing an effort that provides for the competitive selection, development, and placement of qualified personnel into designated management positions within the Engineering Field Divisions, (EFDs), Engineering Field Activities (EFAs), Navy Public Works Centers (PWCs), Naval Facilities Engineering Service Center (NFESC), Naval Construction Battalion Centers (NCBC), Navy Crane Center (NCC), NAVFACENGCOM Headquarters, and activities with allied mission which choose to participate. Information concerning specific locations is provided on page 5. For development purposes, target positions are assigned to Tier "I" (GS-12 and WS-12/16), Tier "II" (GS-13), Tier III (GS-14) or Tier "IV" (GS-15).

**PURPOSE:** This general announcement authorizes the Leadership Development Initiative and will be supplemented as needed by specific Leadership Development Opportunities (LDO) Notices to which interested employees may apply. This general announcement also provides basic information: area of consideration, application procedures, selection procedures, rating factors, etc. A more complete explanation of this initiative is provided by the current NAVFACENGCOM instruction in the 12412 series. A copy of the instruction is available at [http://navfacilitator.navfac.navy.mil/docs/files/12412\\_4B.pdf](http://navfacilitator.navfac.navy.mil/docs/files/12412_4B.pdf).

Periodically, a Leadership Development Opportunities Notice (Appendix B) will be published seeking candidates for specific functional areas and identifying the opening and closing dates (when candidate's applications will be accepted). Interested candidates should submit their applications at this time following the procedures outlined in the specific Leadership Development Opportunities Notice.

**AREA OF CONSIDERATION:** Any fully-qualified, permanent career or career-conditional employee of the NAVFACENGCOM claimancy or designated participating activities is eligible to apply. An overseas employee with return rights to any of the above activities may also apply. To qualify, an applicant must meet the Qualification Standards for General Schedule Positions (and the equivalent wage grade/supervisor positions guide) for the functional area applied for by the closing date of the notice.

**APPLICATION PROCEDURES:** Candidates may apply when the Leadership Development Opportunities Notice for a functional area is **open**. Interested candidates will submit a ***COMPLETE APPLICATION PACKAGE\**** to the following:

1. An EFD/EFA/NFESC/NCBC/NCC or PWC employee should contact their HRO/HRSC or activity coordinator for local application procedures. Activities will form an Activity Nomination Panel (ANP) to evaluate applicants and make recommendations to the Commander/Commanding Officer. The Commander/Commanding Officer will endorse and forward application packages for selected nominees to Commander, NAVFACENGCOM, Code CPP, Washington Navy Yard, 1322 Patterson Avenue, SE, Suite 1000, Washington, DC 20374-5065.
2. An applicant of a designated participating activity should obtain local endorsement of his/her nomination and forward the application to their claimancy via the local Public Works Officer. The activity coordinator will submit the package to Commander, NAVFACENGCOM, Code CPP, Washington Navy Yard, 1322 Patterson Avenue, SE, Suite 1000, Washington, DC 20374-5065.
3. Applicants at NAVFACENGCOM Headquarters and at non-NAVFACENGCOM activities should forward applications directly to Commander, NAVFACENGCOM, Code CPP, Washington Navy Yard, 1322 Patterson Avenue, SE, Suite 1000, Washington, DC 20374-5065.

**YOUR COMPLETE APPLICATION PACKAGE MUST INCLUDE:**

1. Self-nomination Form (Appendix C1).
2. Resume.
3. Verification of Eligibility (Appendix C2).
4. Supplemental information of no more than two single-sided typed pages consisting of:
  - (a) A brief description of the most significant contributions you have made to your organization within the last three years.
  - (b) A summary of your managerial experience that has prepared you for higher-level managerial responsibilities.
5. If applying for Contracts/Acquisition positions a signed Acquisition Professional Community (APC) Form (for GS-14s and above) and signed DAWIA Certification Level are required.
6. A copy of the most recent SF-50 showing promotion or within-grade increase to determine time-in-grade (Notification of Personnel Action).

**CONTINUED NEXT PAGE**

**Applicants should present their qualifications concisely. Position descriptions, letters of appreciation, certificates of training, and prepared reports SHOULD NOT be included. TOTAL PACKAGE WILL NOT EXCEED 15 SINGLE-SIDED PAGES. LATE, INCOMPLETE, OR OVERSIZED PACKAGES WILL NOT BE CONSIDERED.**

SELECTION PROCEDURES: The selection process will be conducted in accordance with merit staffing principles and procedures.

1. Competition will begin at the local level based on each candidate's eligibility for one of the open functional areas as defined in the Handbook.
2. After candidates are rated for basic eligibility criteria by the local HRO/HRSC office for the functional area for which they applied, they will be further evaluated using the following FACTORS:
  - a. Ability to manage resources to complete workload on schedule and within budget.
  - b. Ability to develop and implement OPM, DoD, Navy, NAVFACENGCOM and local policies, programs, and procedures.
  - c. Ability to communicate effectively orally with all levels.
  - d. Ability to communicate effectively in writing with all levels.
  - e. Knowledge of organizational functions and how they interrelate to produce customer-oriented products and services.
3. The activity Commander/Commanding Officer provides a separate endorsement for each nominee. His endorsement expresses a commitment by the command to support the nominee's development both in terms of funds and time.
4. The second level of competition occurs when the Leadership Development Council (LDC) reviews projected staffing requirements and the number of candidates for each functional area to determine if further screening is required. The LDC will recommend nominees, via the chain-of-command, to the NAVFACENGCOM Vice Commander for final selection.

DEVELOPMENT: If selected for LDI, participants will begin a competency-based development effort. This effort will require a significant amount of the selectee's work and personal time being spent in a learning mode; e.g., formal classroom training, special assignments and tasks, job swaps, and rotational assignments, specific-development projects, and may include relevant off-duty activities.

FILLING COVERED POSITIONS: Upon successful completion of LDI training and development, a graduate will be placed on the Graduates Available File (GAF) for his/her functional area for which they are fully qualified. Based on an agreement with OPM, graduates may be selected directly from the GAF for appropriate target positions for a period of five years without further competition.

For DAWIA covered positions at the GS-14/15 grade level, activities must advertise the position DON wide. *Provisions of the DoD Priority Placement Program apply. Vacancies must be referred for matches with displaced employees.*

GEOGRAPHIC CONSIDERATION: Upon graduation and placement on the GAF, each graduate will be considered for ALL position vacancies that occur in their functional area. An inquiry of interest will be made to the graduate before their name will be referred for any vacant position. As this is a command effort to identify and supply candidates for key leadership vacancies wherever they occur, mobile individuals will have greater promotion opportunity. Graduates have the option of declining **actual job offers** but may decline no more than twice before being dropped from the GAF.

FOR ADDITIONAL INFORMATION,  
INTERESTED CANDIDATES SHOULD  
CONSULT WITH THEIR RESPECTIVE  
ACTIVITY COORDINATOR AND  
OBTAIN A COPY OF THE GOVERNING  
NAVFACENGCOM INSTRUCTION.

**NAVAL FACILITIES ENGINEERING COMMAND  
LEADERSHIP DEVELOPMENT**

**GEOGRAPHICAL LOCATIONS**

**ENGINEERING FIELD DIVISIONS**

LANTDIV, Norfolk, VA  
SOUTHDIV, Charleston, SC  
SOUTHWESTDIV, San Diego, CA  
PACDIV, Pearl Harbor, HI

**ENGINEERING FIELD ACTIVITIES**

CHESAPEAKE, Washington, DC  
MIDWEST, Great Lakes, IL  
NORTH, Philadelphia, PA  
NORTHWEST, Poulsbo, WA  
WEST, San Bruno, CA  
MED, Mediterranean

**PUBLIC WORKS CENTERS**

GL: Great Lakes, IL  
GU: Guam, Mariana Islands  
JX: Jacksonville, FL  
NO: Norfolk, VA  
PH: Pearl Harbor, HI  
PE: Pensacola, FL  
SD: San Diego, CA  
DC: Washington, DC  
YO: Yokosuka, Japan

**DESIGNATED PARTICIPATING ACTIVITIES**

BR: NAS Brunswick, ME  
CH: WPNSTA Charleston, SC\*  
EA: WPNSTA Earle, NJ\*  
GT: NAVSTA Guantanamo Bay, CU  
KB: SUBASE Kings Bay, GA  
KF: NAS Keflavik, Iceland  
KW: NAF Key West, FL  
NL: SUBASE New London, CT  
NR: COMNAVBASE NORVA  
PR: NAVSTA Roosevelt Roads, Puerto Rico  
YT: WPNSTA Yorktown, VA\*

**NFESC:** Naval Facilities Engineering Service Center, Port Hueneme, CA and  
Washington Navy Yard  
**NCBC:** Naval Construction Battalion Center, Port Hueneme, CA  
**NCC:** Navy Crane Center, Lester, PA  
**HQ:** Naval Facilities Engineering Command Headquarters, Washington Navy Yard, DC

\* It is anticipated that these activities will become participating activities. (Candidates are encouraged to apply)

NAVAL FACILITIES ENGINEERING COMMAND  
**LEADERSHIP DEVELOPMENT INITIATIVE**  
**OPPORTUNITIES NOTICE**  
**NUMBER**  
 TO NAVFACENGCOM GENERAL ANNOUNCEMENT

**OPENS:**

**CLOSES:**

*AREA OF CONSIDERATION: FULLY-QUALIFIED PERMANENT CAREER OR CAREER-  
 CONDITIONAL EMPLOYEES OF ENGINEERING FIELD DIVISIONS, ENGINEERING  
 FIELD ACTIVITIES, NAVY PUBLIC WORKS CENTER, NAVAL FACILITIES ENGINEERING  
 SERVICE CENTER, NAVAL CONSTRUCTION BATTALION CENTER, NAVY CRANE CENTER,  
 HEADQUARTERS, AND ACTIVITIES WITH ALLIED MISSION WHICH CHOOSE TO PARTICIPATE.*

FUNCTIONAL AREA:

TARGET SERIES/GRADE:

**TIER "I"**

A/C	Acquisition/Contracts .....	GS-1102-12
ESP	Engineering, Scientific & Planning .....	GS-0807/0808/08XX/0020/ GS-0028/0401/0690/1320/1350-12
FM	Financial Management .....	GS-0505/0510/0560-12
H	Housing .....	GS-1173-12
IT	Information Technology .....	GS-0334-12
MG	Management .....	GS-0343-12
PWS	Public Works Management/Support .....	GS-0301/1601/2150-12
	.....	WS-2810/4701/5378/5701-14/16
RE	Real Estate .....	GS-1170-12

**TIER "II"**

A/C	Acquisition/Contracts .....	GS-1102-13
ESP	Engineering, Scientific & Planning .....	GS-0807/0808/08XX/0020/0028/ GS-0401/0690/1320/1350-13
FM	Financial Management .....	GS-0505/0510/0560-13
H	Housing .....	GS-1173-13
IT	Information Technology .....	GS-0334-13
MG	Management .....	GS-0343-13
PWS	Public Works Management/Support .....	GS-0301/1601/2150-13
RE	Real Estate .....	GS-1170-13

### **TIER “III”**

A/C	Acquisition/Contracts .....	GS-1102-14
ESP	Engineering, Scientific & Planning .....	GS-0807/0808/08XX/0020/0028/ GS-0401/0690/1320/1350-14
FM	Financial Management .....	GS-0505/0510/0560-14
H	Housing .....	GS-1173-14
IT	Information Technology .....	GS-0334-14
MG	Management .....	GS-0343-14
PWS	Public Works Management/Support .....	GS-0301/1601/2150-14
RE	Real Estate .....	GS-1170-14

### **TIER “IV”**

A/C	Acquisition/Contracts .....	GS-1102-15
ESP	Engineering, Scientific & Planning .....	GS-0807/0808/08XX/0020/ GS-0028/0401/0690/1320/1350-15
FM	Financial Management .....	GS-0505/0510/0560-15
H	Housing .....	GS-1173-15
IT	Information Technology .....	GS-0334-15
PWM	Public Works Management .....	GS-0301/1601/2150-15
RE	Real Estate .....	GS-1170-15

**ALL supervisory, managerial, and executive positions  
at GS/WS-12 and above at all NAVFAC locations are covered positions.**

**TOTAL PACKAGE WILL NOT EXCEED 15 SINGLE-SIDED PAGES.  
LATE, INCOMPLETE, OR OVERSIZED PACKAGES WILL NOT BE  
CONSIDERED.**

#### **YOUR COMPLETE APPLICATION PACKAGE MUST INCLUDE:**

1. Self-nomination Form (Appendix C1).
2. Resume.
3. Verification of Eligibility (Appendix C2).
4. Supplemental information of no more than two single-sided typed pages consisting of:
  - (a) A brief description of the most significant contributions you have made to your organization within the last three years.
  - (b) A summary of your managerial experience that has prepared you for higher-level managerial responsibilities.

**CONTINUED NEXT PAGE**

5. *Defense Acquisition Workforce Improvement Act (DAWIA). Provide the signed Acquisition Professional Community (APC) form (for GS-14s and above) and signed DAWIA Certification Level form with your application.*

6. A copy of the most recent SF-50 showing promotion or within-grade increase to determine time-in-grade (Notification of Personnel Action).

**Applicants should present their qualifications concisely. Position descriptions, letters of appreciation, certificates of training, and prepared reports SHOULD NOT be included.**

**Additional application information is contained in  
NAVFACENGCOM General Announcement**

**LATE OR INCOMPLETE PACKAGES WILL NOT BE CONSIDERED  
APPLICATIONS MUST BE RECEIVED BY THE CLOSING DATE**

**THERE ARE MULTIPLE OPPORTUNITIES IN EACH OF THE FUNCTIONAL AREAS.**

**Exact Numbers will be determined by the Leadership Development Council  
after reviewing all activity nominations.**

**THE NAVAL FACILITIES ENGINEERING COMMAND  
IS AN EQUAL OPPORTUNITY EMPLOYER**

**YOUR ACTIVITY COORDINATOR IS:**

**NAME:**

**LOCATION:**

**TELEPHONE:**

**NAVAL FACILITIES ENGINEERING COMMAND  
LEADERSHIP DEVELOPMENT  
SELF-NOMINATION FORM**

(TO BE COMPLETED BY APPLICANT)

Functional Area Applied For:  
May apply for only one

Circle **one ONLY**

TIER    I    II    III    IV

Applicant Name:

Telephone Number:

Internet Address:

Organization:

Code:

Series/Grade:

First Level Supervisor:

Code:

Telephone Number:

*Signature*

Second Level Supervisor:

Code:

Telephone Number:

*Signature*

Others as required by Activity

Code:

Telephone Number:

*Signature*

COMMENTS (Check those you are willing to make noting modifications/conditions)

( )    Self development: Contribute a portion of your own resources and time for study and your personal improvement.

Comments

( )    Increased workload: In addition to your present responsibilities, accept special assignments with task force committees, details or others.

( )    Detail: Willingness to accept a detail outside the commuting area.

( )    No promotion guarantee: Undertake all developmental efforts without any prior commitment to reward or promotion.

## COMPETENCIES

---

Describe work/development accomplishments significant to your personal knowledge and experience regarding the areas listed below.

---

- A.     *Ability to manage resources to complete workload on schedule and within budget:***  
Manage an organization's products and services, establish program objectives, develop and implement organizational and operational plans and procedures, coordinate and integrate work within the organization, assess schedule progress and resolve problems.
- 
- B.     *Ability to develop and implement OPM, DOD, Navy, NAVFACENGCOM and local policies, programs, and procedures:*** Understanding content, adapting to local situation, interpreting for others, formulating guidance, implementing directives with tact, sound judgment, and sensitivity to individuals or groups with different backgrounds and levels of educational attainment.
- 
- C.     *Ability to communicate effectively orally with all levels:***  
Represent the organization during conferences and to direct meetings with all levels of employees/managers.
- 
- D.     *Ability to communicate effectively in writing with all levels:***  
Represent ideas clearly and concisely in written format, and disseminate information by developing policy statements and directives.
- 
- E.     *Knowledge of organizational functions and how they interrelate to produce customer-oriented products and services:*** Knowledge of the work performed by activities and the operations of a complex organization.
-

**NAVAL FACILITIES ENGINEERING COMMAND  
LEADERSHIP DEVELOPMENT INITIATIVE  
VERIFICATION OF ELIGIBILITY**

APPLICANT: \_\_\_\_\_

FUNCTIONAL AREA: \_\_\_\_\_ CODE \_\_\_\_\_

CURRENT SERIES/GRADE: \_\_\_\_\_

ACTIVITY: \_\_\_\_\_

CIRCLE LEVEL APPLYING FOR:                      TIER I    TIER II    TIER III    TIER IV

☐ I have reviewed the applicant's qualifications and have determined that he/she meets or will meet the Operating Manual Qualification Standards for General Schedule Positions (formerly X-118/X-118C) for positions within the above functional area at the GS/WS (series) \_\_\_\_\_ (grade) \_\_\_\_\_ level by the closing date of the announcement.

☐ I have reviewed the applicant's qualifications and have determined that he/she does not meet the Operating Manual Qualification Standards for General Schedule/Wage Grade Positions (formerly X-118/X-118C).

Other: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Signature of Personnelist

\_\_\_\_\_  
Telephone

\_\_\_\_\_  
Activity of Personnelist

# LEADERSHIP DEVELOPMENT INITIATIVE INDIVIDUAL CANDIDATE'S RATING FORM

Applicant's Name \_\_\_\_\_

Series/Grade \_\_\_\_\_

Interview Member \_\_\_\_\_

Date \_\_\_\_\_

Circle the appropriate number under rating column: 6 being HIGH and 1 being LOW

Competency	Rating	Comments
<p><b>A.    <i>Ability to manage resources to complete work on schedule and within budget:</i></b>  Manage an organization's products and services, establish program objectives, develop and implement organizational and operational plans and procedures, coordinate and integrate work within the organization, assess schedule progress and resolve problems.</p>	6   5   4   3   2   1	
<p><b>B.    <i>Ability to develop and implement OPM, DoD, Navy, NAVFACENGCOM and local policies, programs, and procedures:</i></b> Understanding content, adapting to local situation, interpreting for others, formulating guidance, implementing directives with tact, sound judgment, and sensitivity to individuals or groups with difference backgrounds and levels of educational attainment.</p>	6   5   4   3   2   1	
<p><b>C.    <i>Ability to communicate effectively orally with all levels:</i></b> Represent the organization during conferences and to direct meetings with all levels of employees/managers.</p>	6   5   4   3   2   1	

# LEADERSHIP DEVELOPMENT INITIATIVE INDIVIDUAL CANDIDATE'S RATING FORM

Circle the appropriate number under rating column: 6 being HIGH and 1 being LOW

Competency	Rating	Comments
<b>D.     <i>Ability to communicate effectively in writing with all levels:</i></b> Represents ideas clearly and concisely in written format, and disseminate information by developing policy statements and directives.	6 5 4 3 2 1	

<b>E.     <i>Knowledge of organizational functions and how they inter-relate to provide customer-oriented products and services:</i></b> Knowledge of the work performed by activities and the operations of a complex organization.	6 5 4 3 2 1	
--	-------------	--

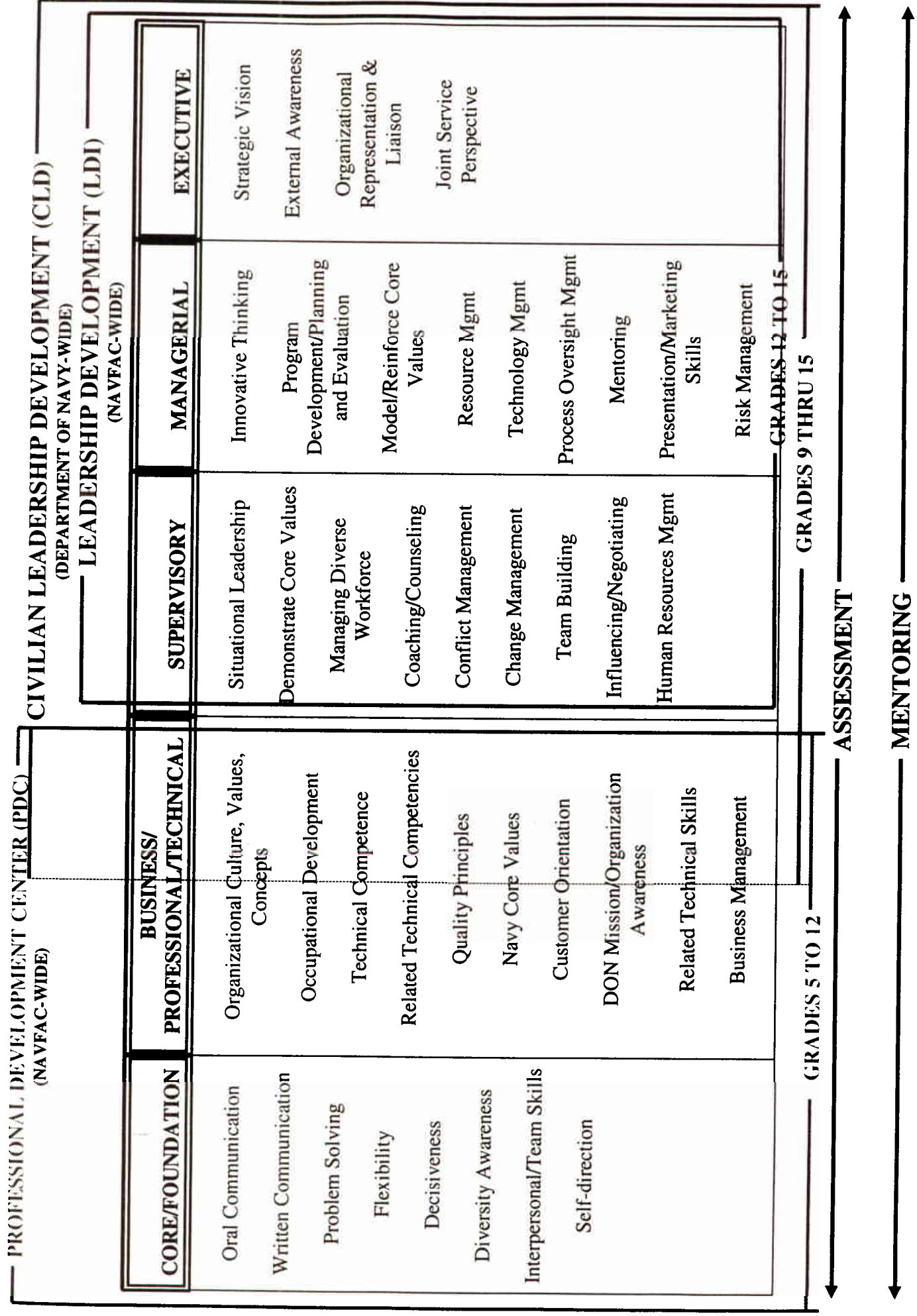
Comments:

Total Point Score

Interview Member's Signature

Date

# HUMAN RESOURCES DEVELOPMENT CONTINUUM



# NAVAL FACILITIES ENGINEERING COMMAND LEADERSHIP DEVELOPMENT INITIATIVE COMPETENCY DEFINITION

<b>Competency</b>	<b>Definition</b>
<i>Business Management</i>	Understands and applies sound management practices and concepts; maintains a current knowledge of business management practices, principles, and concepts.
<i>Change Management</i>	Serves as a positive agent for changes in the organization's structural alignment, climate, or operational processes. Learns about and proactively advocates and influences the adoption of promising new ideas, methods, services, and products from knowledge of best practices in government and industry.
<i>Coaching and Counseling</i>	Develops skills in observation, listening, and one-on-one teaching; applies them to assist others to learn and continually improve their performance; and provides effective feedback.
<i>Conflict Management</i>	Anticipates and seeks to resolve confrontations, disagreements, and complaints in a constructive manner.
<i>Customer Orientation</i>	Actively seeks customer input; ensures customer needs are met; continuously seeks to improve the quality of services, products, and processes.
<i>Decisiveness</i>	Takes action and risks when needed; makes difficult decisions when necessary.
<i>Demonstrate Core Values</i>	See Navy Core Values.
<i>Diversity Awareness</i>	Respects and values the differences and perceptions of different groups/individuals.
<i>DoN Mission/Organization Awareness</i>	Possesses knowledge of the mission and organization of the Department of the Navy (DoN) including an understanding of how the organization fits into the entire DoN.
<i>External Awareness</i>	Stays informed on laws, policies, politics, administration priorities, trends, special interests and other issues, considers external impact of statements or actions; uses information in decision-making.
<i>Flexibility</i>	Adapts to change in the work environment; effectively copes with stress.
<i>Human Resources Management</i>	Ensures effective recruitment, selection, training, performance appraisal, recognition, and corrective /disciplinary action; promotes affirmative employment, good labor relations and employee well-being.
<i>Influencing/Negotiating</i>	Networks with, and provides information to, key groups and individuals; appropriately uses negotiation, persuasion, and authority in dealing with other to achieve goals.

# NAVAL FACILITIES ENGINEERING COMMAND

## LEADERSHIP DEVELOPMENT INITIATIVE

### COMPETENCY DEFINITION

Competency	Definition
<i>Innovative Thinking</i>	Develops insights and solutions; fosters innovation among others.
<i>Interpersonal/Team Skills</i>	Considers and responds appropriately to the needs, feelings, capabilities, and interests of others; provides feedback; treats others equitably.
<i>Joint Service Perspective</i>	Demonstrates an understanding of the role of the Department of Defense (DoD) and the importance of the support roles and missions of all the Military Departments and Defense agencies and how they contribute to the success of DoD overall.
<i>Managing Diverse Workforce</i>	Recognizes the value of cultural, ethnic, gender, and other individual differences; provides employment and development opportunities for a diverse workforce.
<i>Mentoring</i>	Develops the ability to counsel others to help them to achieve personal and professional growth.
<i>Model/Reinforce Core Values</i>	See Navy Core Values.
<i>Navy Core Values</i>	Exhibits through personal performance the principles of honor (ethical behavior), commitment (technical excellence and quality of work), and courage (mental strength to do what is right).
<i>Occupational Development</i>	Maintains a current "start-of-the-art" level of understanding about one's profession and/or occupation.
<i>Oral Communication</i>	Listens to others; makes clear and effective oral presentations to individuals and groups. (Note: Use of a sign language interpreter may be appropriate for persons who are deaf or hard-of-hearing).
<i>Organizational Culture, Values, Concepts</i>	Understands and applies the basic principles and values of the organization; aware of the organizational culture in which he/she operates; and contributes to the continuous development of the organization's value system.
<i>Organizational Representation and Liaison</i>	Establishes and maintains relationships with key individuals/groups outside immediate work unit and serves as spokesperson for the organization.
<i>Presentation/Marketing Skills</i>	Demonstrates the ability to clearly articulate, present, and promote ideas and issues before a wide range of audiences, including senior officials, in such a manner as to ensure program credibility.
<i>Problem Solving</i>	Recognizes and defines problems; analyzes relevant information; encourages alternative solutions and plans to solve problems.

# NAVAL FACILITIES ENGINEERING COMMAND LEADERSHIP DEVELOPMENT INITIATIVE COMPETENCY DEFINITION

Competency	Definition
<i>Process Oversight Management</i>	Develops/demonstrates the ability to examine systems and workflows within the organization to facilitate process improvement.
<i>Program Development/ Planning and Evaluating</i>	Establishes policies, guidelines, plans and priorities; identifies required resources; plans and coordinates with others; monitors progress and evaluates outcomes; improves organizational efficiency and effectiveness.
<i>Quality Principles</i>	Understands and applies quality principles such as teamwork; quantitative decision-making, and continuous process improvement to meet or exceed customer expectations.
<i>Related Technical Competencies</i>	A working knowledge of those related technical competencies needed to properly execute assigned job responsibilities.
<i>Related Technical Skills</i>	Develops those technical skills needed to properly execute assigned job responsibilities.
<i>Resource Management</i>	Prepares and justifies budget; monitors expenses; manages procurement and contracting.
<i>Risk Management</i>	Identifies potential risks to product/program/processes early and implements effective abatement or control measures; defines evaluation criteria early and continuously collects, assesses, shares, and responds to data appropriately.
<i>Self-Direction</i>	Realistically assess own strengths, weaknesses, and impact on others; seeks feedback from others; works persistently towards a goal; demonstrates self-confidence, invests in self-development; manages own time efficiently.
<i>Situational Leadership</i>	Demonstrates and encourages high standards of behavior; adapts leadership style to situations and people; empowers, motivates and guides others.
<i>Strategic Vision</i>	Creates a shared vision of the organization; promotes wide ownership; champions organizational change.
<i>Team Building</i>	Fosters cooperation, communication, and consensus among groups.
<i>Technical Competence</i>	Demonstrates technical proficiency and an understanding of its impact in areas of responsibility.
<i>Technology Management</i>	Encourages staff to stay informed about new technology; applies new technologies to organizational needs; ensures staff are trained and capable.
<i>Written Communication</i>	Communicates effectively in writing; reviews and critiques other's writing.

**NAVFAC LEADERSHIP DEVELOPMENT INITIATIVE  
INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN  
(Please print or type)  
SUMMARY SHEET**

Participant's Name: _____ (Last, First, MI)		Telephone _____	
		DSN: _____	
		Commercial: _____	
Activity: _____		Code: _____	
Functional Area: _____			
Current Position Title and Grade: _____			
Date Entered: _____		Projected Completion Date: _____	

Mentor's Name: _____		Telephone _____	
Position Title: _____		DSN: _____	
		Commercial: _____	

Supervisor's Name: _____		Telephone _____	
Position Title: _____		DSN: _____	
		Commercial: _____	

Coordinator's Name: _____		Telephone _____	
Position Title: _____		DSN: _____	
		Commercial: _____	

SCHEDULE AND COMPLETION CHECK LIST 1ST YEAR				
ASSIGNMENTS/TRAINING/ROTATIONS	DATES PLANNED	DATES COMPLETED	MENTOR'S INITIALS	
			APPROVED	COMPLETED

SCHEDULE AND COMPLETION CHECK LIST 2ND YEAR				
ASSIGNMENTS/TRAINING/ROTATIONS	DATES PLANNED	DATES COMPLETED	MENTOR'S INITIALS	
			APPROVED	COMPLETED

SCHEDULE AND COMPLETION CHECK LIST 3RD YEAR				
ASSIGNMENTS/TRAINING/ROTATIONS	DATES PLANNED	DATES COMPLETED	MENTOR'S INITIALS	
			APPROVED	COMPLETED

CONCURRENCE/APPROVAL		
	APPROVED	COMPLETED
1. PARTICIPANT'S SIGNATURE/DATE		
2. MENTOR'S SIGNATURE/DATE		
3. SUPERVISOR'S SIGNATURE/DATE		
4. ACTIVITY APPROVAL SIGNATURE/DATE		

NAVFAC LEADERSHIP DEVELOPMENT INITIATIVE  
INDIVIDUAL LEADERSHIP DEVELOPMENT PLAN  
NARRATIVE

**Formal Training:** List the course, duration, cost, and objective related to a needed competency.

**Specific Development Project:** Describe the undertaking in terms of scope, objective and expected length of time to complete.

**Rotational Assignments:** List the functional area, location, cost, dates, sponsor, brief description and anticipated benefits.

**NAVAL FACILITIES ENGINEERING COMMAND  
LEADERSHIP DEVELOPMENT INITIATIVE**

**MINIMUM REQUIREMENTS**

<b>COURSES AND ASSIGNMENTS</b>	<b>REQUIRED</b>	<b>COMPLETED</b>	<b>MENTOR/DATE</b>
A. NEI I (or equivalent) Contemporary Management Theory and Practice			
B. NEI II (or equivalent) The Challenge of Executive Leadership in a Changing World			
C. NEI III (or equivalent) Effective Executive Communications			
D. Capitol Hill Workshop For Tiers II, III and IV			
E. Corporate Perspective			
F. Rotational Assignment (Activity, Code, Length, and Objective)			
G. Rotational Assignment (Activity, Code, Length, and Objective)			
H. Rotational Assignment (Activity, Code, Length, and Objective)			
I. Warranting Requirements (if applicable)			
J. DAWIA Requirements (if applicable)			
K. Supervisory Training (if applicable)			
L. Professional Registration (if applicable)			
M. Specific-Development Project			

## LDI REQUIRED COMPETENCIES

COMPETENCY	REQUIRED	COMPLETED	MENTOR/DATE
<b>1. FOUNDATION COMPETENCIES</b>			
a. Oral Communication			
b. Written Communication			
c. Problem Solving			
d. DON Mission/Organization Awareness			
e. Interpersonal/Team Skills			
f. Self-direction			
g. Quality Principles			
h. Navy Core Values			
i. Customer Orientation			
j. Flexibility			
k. Decisiveness			
l. Technical Competence			
m. Diversity Awareness			
n. Business Management			
o. Organizational Culture, Values, Concepts			
p. Occupational Development			
q. Related Technical Skills			
<b>2. SUPERVISORY (Tier I)</b>			
a. Situational Leadership			
b. Demonstrate Core Values			
c. Managing Diverse Workforce			
d. Coaching/Counseling			
e. Conflict Management			
f. Change Management			
g. Team Building			
h. Influence/Negotiating			
i. Human Resource Management			
<b>3. MANAGERIAL (Tier II &amp; III)</b>			
a. Innovative Thinking			
b. Program Development/Planning & Evaluation			
c. Model/Reinforce Core Values			
d. Resource Management			
e. Technology Management			
f. Process Oversight Management			
g. Mentoring			
h. Presentation/Marketing Skills			
i. Risk Management			
<b>4. EXECUTIVE (Tier III &amp; IV)</b>			
a. Strategic Vision			
b. External Awareness			
c. Organizational Representation & Liaison			
d. Joint Service Perspective			

## GUIDANCE FOR COMPLETING THE ILDP

1. The Summary Sheet should be completed by the cadre member. The Schedule and Completion Check List provides an annual breakdown of anticipated assignments, training, and rotations. "To Be Determined" (TBD) should be used if a firm date has not been established.
2. The Concurrence/Approval portion of the summary will be used to indicate approval of the entire ILDP package by listed personnel. The Completed portion will be used to indicate verification of completion.
3. Sheet 2 provides a narrative of training, specific-development, and rotational assignments (self-explanatory).
4. Sheet 3 provides a listing of MANDATORY requirements that must be completed prior to initiating a request for graduation. Check the **Required** column as appropriate for your Tier (based on Appendix E1).
5. Sheet 4 provides a summary of competencies (Appendix E1 provides definitions for these competencies). Again, check the **Required** column based on your 360 Degree Assessment and as appropriate for your Tier.
6. Once the entire plan has been approved as indicated at the bottom of page 1, the original should be held by the cadre member with a copy maintained in the mentor's files.
7. Sheets 2 and 3 will be used by the cadre member to track their progress and development assignments. As **Required** elements are completed, the date **Completed** should be annotated, and the **Mentor** should sign and **Date** to verify completion.
8. Once all elements have been completed, the original package will be forwarded to the mentor, supervisor, activity coordinator (or activity personnel as appropriate) for signature and recommendation for graduation.

**NAVAL FACILITIES ENGINEERING COMMAND  
LEADERSHIP DEVELOPMENT INITIATIVE  
ASSESSMENT/EVALUATION SUMMARY**

From:

To:

Subj: LEADERSHIP DEVELOPMENT INITIATIVE ASSESSMENT/EVALUATION SUMMARY

1. The following provides an assessment/evaluation of the training and/or development experience completed.

Nature of the Experience: Period \_\_\_\_\_ through \_\_\_\_\_ .  
Location:

2. Competencies to be accomplished: (Include a particular definition and/or standard.)

Competency:  
Definition and/or Standard:  
Assessment/Evaluation:

Nature of the Assessment/Evaluation (Rated training, interview, observation, and/or survey).

3. Competencies to be accomplished: (Include a particular definition and/or standard.)

Competency:  
Definition and/or Standard:  
Assessment/Evaluation:

Nature of the Assessment/Evaluation (Rated training, interview, observation, and/or survey).

Evaluator: \_\_\_\_\_ Signature: \_\_\_\_\_  
Evaluator's Activity: \_\_\_\_\_ Date: \_\_\_\_\_

FOR MORE COMPETENCIES, USE ADDITIONAL ASSESSMENT/EVALUATION FORMS.

**NAVAL FACILITIES ENGINEERING COMMAND  
LEADERSHIP DEVELOPMENT INITIATIVE  
REQUEST FOR GRADUATION**

1. NAME: \_\_\_\_\_

2. ACTIVITY/CODE: \_\_\_\_\_

3. CURRENT SERIES/GRADE: \_\_\_\_\_

4. E-MAIL ADDRESS: \_\_\_\_\_

5. Participant's Comments:

\_\_\_\_\_  
Signature and Date

6. Supervisor's Comments:

\_\_\_\_\_  
Signature and Date

7. Activity Coordinator's Comments:

\_\_\_\_\_  
Signature and Date

8. Mentor's Comments:

\_\_\_\_\_  
Signature and Date

9. Commander/Commanding Officer (Deputy/Assistant Commander at HQ)

\_\_\_\_\_  
Signature and Date